

**Frederick Police Department
Frederick, Maryland**



**2017 Annual Analysis
Recruitment Plan and Agency Demographics
CALEA Standard: 31.2.2**

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Support Services Division
January 30, 2018

Department Mission Statement:

It is the mission of the Frederick Police Department to safeguard lives and property, to reduce the incidence and fear of crime with impartiality and integrity, and to enhance public safety while partnering with our community to improve quality of life.

Community Policing Mission Statement:

A united partnership for our community, building collaborative and transparent relationships, with a focus on public safety, crime prevention, and quality of life.

Purpose:

The Frederick Police Department is proud to present the 2017 Annual Analysis of the Recruitment Plan. The purpose of this report is to keep the community informed about progress in the recruitment, selection, promotion, assignment, and retention of qualified police and civilian personnel for 2017. This report will be posted on the agency website for review by community members and other stakeholders. The report highlights the department's on-going effort to hire a diverse workforce for both sworn and civilian support positions.

This report details the initiatives taken by the Frederick Police Department in its goal to be a police department that is not only representative of the community it serves, but a department that is transparent as well as one that continues to be an integral part of the community.

The following demographic information was reported as of 12/31/2017:

Frederick Police Department Agency Demographics

Sworn Personnel										
Male						Female				
	Caucasian	African American	Hispanic	Asian/ Pacific Islander	American Indian	Caucasian	African American	Hispanic	Asian/ Pacific Islander	American Indian
Officers	72	6	4	2		14	2	1		1
Corporals	11	1				1				
Sergeants	10	1				2				
Lieutenants	7	1								
Captains	2									
Total	102	9	4	2	0	17	2	1	0	1
%	73.91	6.52	2.9	1.45	0.0	12.32	1.45	0.72	0.0	0.72
Total % Males = 84.78						Total % Females = 15.22				
Total Department F/T Sworn Personnel = 138										
Budgeted - 146										

*This list includes a lieutenant pending retirement that was on terminal leave.

Frederick Police Department Agency Demographics

FPD Department Personnel										
Male						Female				
	Caucasian	African American	Hispanic	Asian/ Pacific Islander	American Indian	Caucasian	African American	Hispanic	Asian/ Pacific Islander	American Indian
Sworn	102	9	4	2		14	2	1		1
Civilian	10					28	3			
Volunteers	8	2				3				
Total	120	11	4	2		45	5	1	1	1
%	63.16	5.79	2.11	1.05		23.68	2.63	0.53	0.53	0.53
Total % Males = 72.11						Total % Females = 27.89				
Total Department Personnel = 190										

FPD Department Personnel					
	Caucasian	African American	Hispanic	Asian/ Pacific Islander	American Indian
Personnel	165	16	5	3	1
%	86.84	8.42	2.63	1.58	0.53
Total Department Personnel = 190					

Current Experience Level of Frederick Police Department Personnel:

Years of Service	Number of officers
Less than 5	41
5 to 10	32
10 to 15	35
15 to 20	24
20+ years	6

*Chief of Police is not included in this calculation.

Affirmative Action/Equal Employment Opportunities:

The Frederick Police Department is committed to attracting, selecting, and hiring candidates without discriminating against individuals for reasons of race, color, religion, sex, age, national origin, marital status, disability, and sexual orientation. The Frederick Police Department is an "Equal Opportunity Employer."

The Department's Affirmative Action Plan is codified into specific General Orders that provide detailed information in regards to the hiring process of both basic recruit and lateral police candidates. Our General Orders are available for review on the police department's website.

In March of 2016, the Frederick Police Department achieved reaccreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), which highlights an agency-wide commitment to policing excellence and demonstrates adherence to Equal Employment Opportunity policies.

Recruitment Plan:

Specific guidelines for the Recruitment of Personnel is outlined in General Order 1800. Specifically, section .20, "Plan of Action," details a wide variety of areas where recruitment efforts are concentrated. The Annual Analysis of Recruitment Plan, CALEA Standard 31.2.2, establishes certain guidelines for the evaluation of the plan. Those guidelines include:

PLAN OF ACTION:

1. **Recruiting Website:** The Department has created and will maintain a dedicated recruiting website. The website can be found at www.frederickpolice.org. The site will contain detailed information about the entry-level and lateral police officer and dispatcher positions. The site will be maintained and updated by the Supervisor, Personnel Unit as necessary to ensure current and accurate information is made available. All other sources of advertising for sworn position will contain the website address. Other websites used to advertise police officer positions will include a hyperlink to the recruiting website.

***Evaluation:** Based on the volume of numbers generated through the website on an annual basis, this appears to remain the best way to recruit applicants. In 2018, the Personnel Unit staff will also be looking closer at the applicants to determine why a particular applicant was*

drawn to the City or Department website. Current trends indicate many qualified applicants are in numerous police processes throughout the region while applying to compete in the FPD process.

2. **Advertising and Media Use:** The Department advertises its sworn and non-sworn job vacancies using a variety of sources, as resources allow, including but not limited to the following:

- A. Recruiting brochures;
- B. Newspaper advertisements;
- C. Photographic displays;
- D. Public service announcements on both radio and cable television;
- E. Internet postings;
- F. Public access bulletin boards and,
- G. Social media platforms.

***Evaluation:** Regarding recruiting efforts, the Department employs a number of print and electronic mediums. Some include recruiting brochures describing pay and benefits, recruiting posters, an ongoing add in the EOE Journal, videos on YouTube--to include videos of the police academy and graduation, and other social media efforts. In 2018, the Department looks to expand recruiting efforts, budget considerations permitting, in areas like Indeed.com & governmentjobs.com*

3. **College Recruiting:** The Department takes an active approach toward attracting college-educated applicants by making and keeping contact with colleges and universities around the country.

***Evaluation:** The Department has good working relationships with colleges in the community and works closely with Hood College, Mount Saint Mary's University, and Frederick Community College amongst other colleges and universities in the region.*

4. **Community Activities:** The Department attends organized community-sponsored events such as ethnic festivals and fairs in order to reach a vast majority of our diverse community. We also attend community civic events and gatherings.

***Evaluation:** The Department and City of Frederick remain actively involved in many community events to include Coffee with a Cop, In The Streets, Alive at Five, Frederick Running Festival, Frederick's 4th and many other diverse events. These events provide a great opportunity for officers to actively engage with community members and actively take an active role in recruiting efforts.*

5. **Liaison with Community Leaders:** The Department actively seeks out community leaders and solicits their assistance in locating and referring potential applicants. They are provided with job announcements and recruiting packets for distribution to their

constituencies.

Evaluation: *The Department remains actively involved in community activities that give officers and supervisory/command staff opportunities to interact and liaison with community leaders. The Department remains actively involved with Rotary Club members, Coalitions, the Human Relations Commission, Neighborhood Advisory Councils, the Chamber of Commerce and many other actively involved community groups.*

6. **Department Personnel:** All Department personnel bear a responsibility for attracting potential candidates to the Department. In addition, uniformed personnel, because of their visibility and first-hand job knowledge and experience, are well prepared to explain to the public the demands and duties of professional law enforcement officers. All Department personnel participate in recruiting by conducting themselves in a professional manner, and by actively providing information to prospective applicants.

Evaluation: *This area of the recruitment plan has much untapped potential. In section .30 of the general order, the Department is able to expand recruiting efforts by dispatching specific "recruiting officers" to events when there is a need. This has not been implemented; however, it will be addressed in 2018. In the meantime, the SSD Commander asked for assistance from other commanders, supervisors, and officers in order to encourage all personnel, sworn and civilian, to assist in recruiting efforts. In 2017, a Marketing Committee was implemented by Chief Hargis, with one of the intended purposes of recruiting qualified employees to work for the Frederick Police Department. This group is comprised of civilian and sworn personnel, and one of the ideas that was born out of this group was the "Can You See Yourself Here?" campaign.*

7. **Institutional Contacts:** The Department actively involves officers with schools and other institution programs geared toward mentoring young people and developing their interest in a law enforcement career. This includes programs developed and instituted by the Department, such as the Explorer Post, Police Activities League, and College internships.

Evaluation: *The Department established an Explorer Post in 2017. The PAL program has had successes in other areas; however, currently there are no officers that were developed through that program. The college internship program remains in place in 2018, and several officers have been hired after participating in an internship.*

8. **Job and Career Fairs:** The Department actively competes in the job market with other "private" and "public" sector employers by participating in job fairs, career days, and other structured recruiting programs. The Supervisor, Personnel Unit, is responsible for the selection of events that are most conducive to the Department's goals. Trained recruiters generally attend the events in pairs.

Evaluation: *Sworn personnel have recently partnered with the FPD's Dispatch supervisory team to attend multiple job fairs. (The "Site Recruitment" section details locations visited by FPD staff in 2018.)*

9. **Military Recruitment:** The Department attends military job fairs, conducts on-site recruiting, and works closely with transition offices of military installations to ensure that military personnel transitioning out of the service are made aware of the opportunities within the Department.

Evaluation: *The Department works closely with partners at Ft. Detrick and has been looking to become more actively involved in recruiting efforts at other regional military installations.*

10. **Recruiting Officers:** The Department selects individuals to act as official recruitment officers for the Department. These officers are selected and assigned to special recruitment assignments. Their recruiting responsibilities are in addition to their normally assigned duties.

Evaluation: *This is a priority for implementation in 2018.*

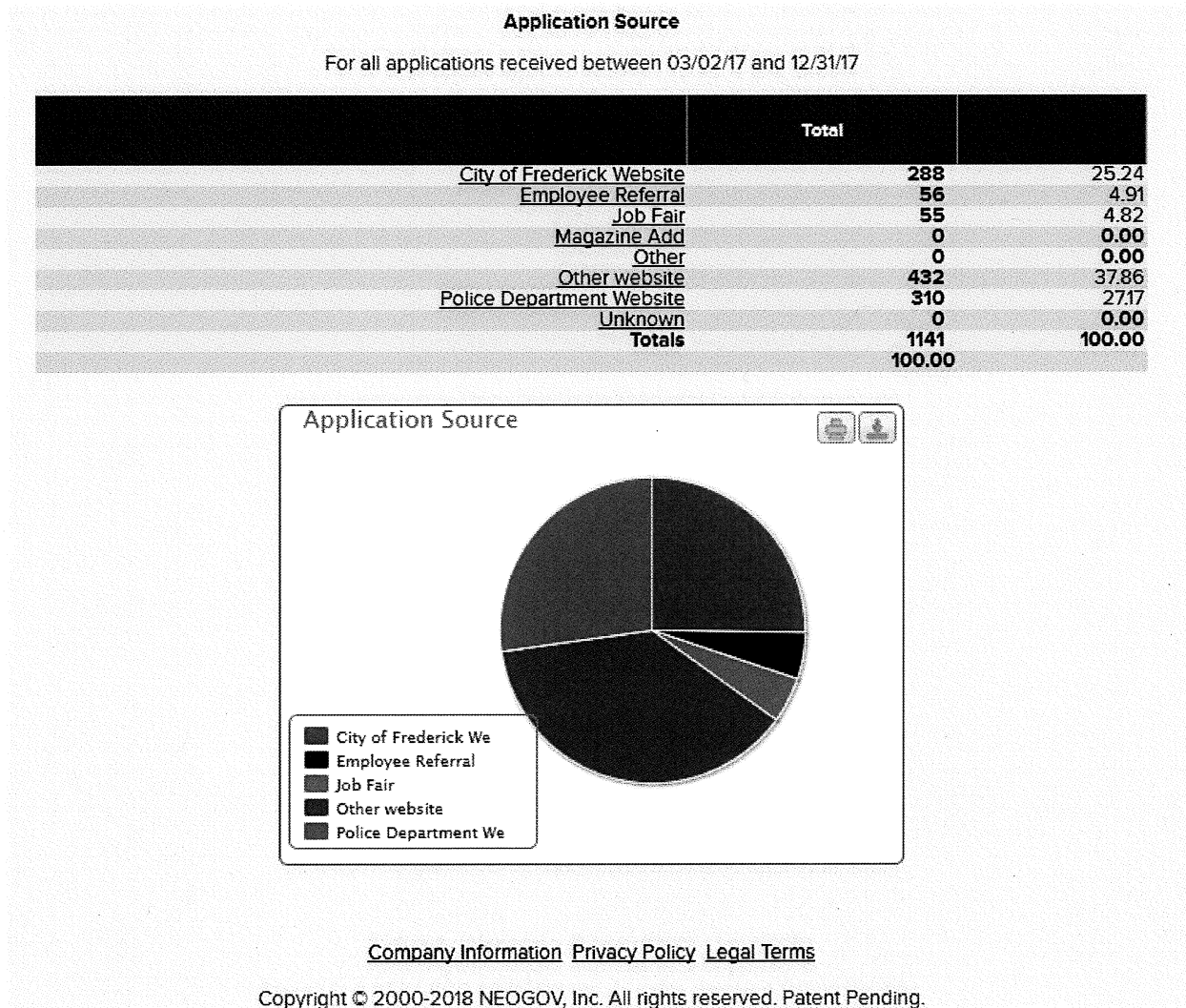
11. **Site Recruitment:** The Department identifies and selects highly visible and high volume locations within minority communities to conduct recruitment activities.

Evaluation: *Below are the site recruitment events that attended during 2017.*

- ✓ Feb 23rd University of MD Eastern Shore
- ✓ Mar 15th WestPacs – Monroeville, PA
- ✓ Mar 16th Mt St Mary's
- ✓ Mar 18th FCC ENBODI male youth summit
- ✓ Mar 21st Hood College
- ✓ Apr 5th Morgan State Univ.
- ✓ Apr 29th Welcoming Frederick LGBTQ FCC.
- ✓ May 3rd Drunk Buster FCC
- ✓ Jun 24th Frederick Pride
- ✓ Jun 29th Frederick Community Job Fair
- ✓ July 27th – Fort Detrick
- ✓ Aug 4th - Hagerstown Community Job Fair
- ✓ August 31st – Hood Community Service Fair
- ✓ Sept 9th - In The streets
- ✓ September 14th – John Jay College & testing
- ✓ October 5th MSP Career night & testing
- ✓ October 9th Mother Seton Career fair
- ✓ October 11th WestPacs – Monroeville PA
- ✓ October 12th WV Veterans Affairs job fair
- ✓ Oct 19th - MD Law Enforcement Hiring Expo
- ✓ Nov 14th PA Law Enforcement Expo
- ✓ Nov 16th Ft Detrick Job Fair & testing

An examination of the application sources for open sworn and non-sworn positions is revealed in the table below. Again, the best recruiting areas appear to be the City of Frederick and Frederick Police Department websites.

Application Source for Sworn Selection:



A closer examination of only entry-level police officer candidates reveals the following data for the upcoming 60th police academy.

Applicant Flow by Source Report					
[POS 147-18] Police Officer - Entry-Level					
Generated by Simon Temple on 01/30/2018 16:20:53					
		Printable Version		Export to Excel	
Step	Group	Start	Passed	Failed	Pass Rate
1. Application Received	City of Frederick Website	197	0	0	N/A
	Police Department Website	243	0	0	N/A
	Other website	156	0	0	N/A
	Employee Referral	35	2	0	100.00%
	Job Fair	40	0	0	N/A
	Magazine Add	0	0	0	N/A
	Other	130	0	0	N/A
	Unknown	0	0	0	N/A
	Total:	801	2	0	100.00%

2017 General Academy Application Background Information:

Applied	801	100%
Caucasian	467	55%
African American	196	28%
Hispanic	104	13%
Native American	7	1%
Native Hawaiian	6	1%
Asian	21	2%

60th Entry Level Academy Hiring Process:

The following chart represents the 60th Academy Applicant Statistics.

60TH ACADEMY APPLICANT STATISTICS						
<u>Date</u>	<u>Orientation</u> <u>Signed up</u>	<u>Attended</u>	<u>Physical/ Written testing</u> <u>Signed up</u>	<u>Written</u> <u>Attended</u>	<u>Pass</u>	<u>Backgrounds</u> <u>Assigned</u>
5/22/2017	22	16				
6/21/2017	40	26				
7/6/2017	-	-	10	4	3	3
8/1/2017	-	-	4	3	2	1
8/14/2017	12	11				
9/12/2017	6	4				
9/13/2017	56	13				
9/15/2017	NY			2	0	0
10/3/2017			8	3	2	2
10/5/2017	MSP			4	2	0
10/18/2017	65	30				
10/26/2017			12	10	6	6
11/7/2017	59	39				
11/18/2017	24	11	6	9	6	3
12/2/2017	29					
12/13/2017			33	17	10	8
12/18/2017	54	30				
1/4/2018	73	28				
1/17/2018			43	23	13	11
1/19/2018			47	20	11	13
<u>Totals</u>	440	208	163	95	55	47

*"NY" represents annual recruiting trip to John J. College of Criminal Justice in NYC

***"MSP" represents a combined recruiting job fair hosted by Maryland State Police-Frederick

*** Selection for the 60th Frederick Police Academy is in progress; however, as of this writing, there are approximately 12 vacancies with current staffing levels and anticipated retirements.

The following chart represents the 60th academy statistics broken down by race and ethnicity as of 3/15/2018:

Applicant Flow by Ethnicity Report

[POS 147-18] Police Officer - Entry-Level

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<u>Step</u>	<u>Group</u>	<u>Start</u>	<u>Passed</u>	<u>Failed</u>
1. Application Received	Asian	21	0	0
	American Indian or Alaskan Native	7	0	0
	Black or African American	197	0	0
	Hispanic or Latino	104	0	0
	Native Hawaiian or Pacific Islander	5	0	0
	White or Caucasian	466	2	0
	Unknown	1	0	0
	Total:	801	2	0
2. Orientation	Asian	21	9	2
	American Indian or Alaskan Native	7	2	0
	Black or African American	197	53	35
	Hispanic or Latino	104	45	15
	Native Hawaiian or Pacific Islander	5	1	0
	White or Caucasian	466	188	53
	Unknown	1	1	0
	Total:	801	299	105
3. Physical Agility & Written Testing				(Details)
	Asian	9	2	5
	American Indian or Alaskan Native	2	0	1
	Black or African American	51	2	29
	Hispanic or Latino	45	4	25
	Native Hawaiian or Pacific Islander	1	0	1
	White or Caucasian	184	37	83
	Unknown	1	0	0
4. Background Investigations	Total:	293	45	144
				(Details)
	Asian	2	1	1
	American Indian or Alaskan Native	0	0	0
	Black or African American	2	0	1
	Hispanic or Latino	4	3	1
	Native Hawaiian or Pacific Islander	0	0	0
	White or Caucasian	37	28	7
5. Polygraph Examination	Unknown	0	0	0
	Total:	45	32	10
				(Details)
	Asian	1	0	1
	American Indian or Alaskan Native	0	0	0
	Black or African American	0	0	0
	Hispanic or Latino	3	1	0
	Native Hawaiian or Pacific Islander	0	0	0
	White or Caucasian	28	10	2
	Unknown	0	0	0
	Total:	32	11	3

2017 Lateral Applicant Hiring Process:

Applied	13*
Written Testing	N/A
Panel Interview	9
Psychological/Medical Screening	4
Final Selection	4

Although 40 applicants applied for lateral positions, a number of these applicants were actually entry-level and directed to apply in the correct location. The actual number that applied was 13.

**The 4 Lateral Hires consisted of 3 Caucasian Males, 1 Hispanic male

Dispatch Hiring for 2017:

In 2017, Department staff worked with the City of Frederick Human Resources Department to streamline dispatch hiring. The decision was also made in 2017 to reduce the required test score for "Critical Testing" mentioned in #3 below. This was done after consultation with other agency best practices in order to not adversely impact service to the community.

Applicant Flow Report Dispatcher

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Step		Start	Passed	Failed	Pass Rate
1.Application Received	Unknown	258	27	1	96.43%
	Total:	258	27	1	96.43%
2.Auto DQ	Unknown	257	124	1	99.20%
	Total:	257	124	1	99.20%
3.Critical Testing	Unknown	124	24	34	41.38%
	Total:	124	24	34	41.38%
4.Background Investigation	Unknown	24	9	10	47.37%
	Total:	24	9	10	47.37%
5.Polygraph Examination	Unknown	9	4	5	44.44%
	Total:	9	4	5	44.44%
6.Panel Interview	Unknown	4	2	1	66.67%
	Total:	4	2	1	66.67%
7.Review and selection	Unknown	2	2	0	100.00%
	Total:	2	2	0	100.00%
8.Medical & drug screening	Unknown	2	1	0	100.00%
	Total:	2	1	0	100.00%
9.Hiring	Unknown	1	1	0	100.00%
	Total:	1	1	0	100.00%
Eligibles Referred	Total:	0	0	0	N/A
Referred Hired	Total:	0	0	0	N/A
Exam Overall	Unknown	0	0	0	N/A
	Total:	0	0	0	N/A

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EEO Summary Report

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For records between 01/01/17 and 12/31/17

195 records found.

		F						M						Online	Paper	Total	%	
	Job Number	Job Title	AI	B	H	NH	W	Tot	AI	B	H	NH	W	Tot	Apps	Apps	Apps	Online
Department - Frederick Police Department																		
EEO Category - Other																		
	POS-108-17	Dispatcher	5	43	14	1	77	140	0	16	2	0	37	55	195	0	195	100.00%
Total for Other			5	43	14	1	77	140	0	16	2	0	37	55	195	0	195	100.00%
Total for Frederick Police Department			5	43	14	1	77	140	0	16	2	0	37	55	195	0	195	100.00%
Total			5	43	14	1	77	140	0	16	2	0	37	55	195	0	195	100.00%

Applied	195	100%
Caucasian	114	58.46%
African American	59	30.25%
Hispanic	16	8.20%
American Indian	5	2.56%
Native Hawaiian	1	.51%
Asian	0	0

Closing:

The Frederick Police Department would like to thank the Frederick Community and stakeholders for their assistance and guidance with recruiting and hiring efforts. This partnership ensures that the City of Frederick continues to be a great place to live, work, play.

The Frederick Police Department remains committed to working and collaborating with community partners, inside and outside of the law enforcement community, to recruit the best qualified candidates, identify challenges to recruiting, and develop solutions to assist the Department in serving the community.

2017 Annual Analysis

Recruitment Plan and Agency Demographics

Lt. Joe Hayer, #347
Support Services Division Commander

Lt. Joe Hayer #347, 3-16-18

Capt. Patrick Grossman, #311
Spec. Services Bureau Commander

Capt. [Signature] #311 3/16/18

Col. Edward Hargis, #505
Chief of Police

Col. [Signature] #505 3-16-2018